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DRAFT

23 April 1963

MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT: Recommended Procedures for Selection  
and Labeling of NPIC Briefing Boards

1. In accordance with your instructions of 5 April, a group of representatives of DD/I offices (NPIC, ORR, OCI, OSI) was called together by the undersigned. The group has had a number of meetings and a tour of NPIC. The following recommendations represent the agreed views of the group.

BACKGROUND

2. Under present procedures a combined CIA/DIA team reviews the film from which briefing boards are to be derived. ~~upon receipt of the film~~ All night or early morning exercises are frequently necessary in order to have the boards ready by 0800. The actual selection of board subjects is made by the *NPIC mission* ~~PI~~ coordinators, under each of whom a number of PI teams work. Selection is based on the COMOR target list as well as on quality of coverage. To this point ~~in a typical KE, ORC~~ *generally 3 to 8* ~~other mission five~~ days have elapsed since completion of the mission (with the exception of Cuban coverage).

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3. The relative priorities of the subject matter for the boards are recommended by the Collateral Support Division/NPIC, reviewed by senior photo interpreters, and finally by Director/NPIC.

4. In preparation for his briefings, the Director/NPIC discusses the targets with the senior OAK coordinator and with the ~~NPIC~~ Collateral Support Division/NPIC. The latter supplies cards containing reviews of previous coverage and relevant collateral information on each target. Labels are ~~also~~ *In accordance with*

*DCI instructions*  
*then* decided upon, ~~and~~ these boards, when approved by Director/NPIC, *of*  
*completed on 2 copies, are released simultaneously for briefing*  
~~are then made available to DDI.~~ *of the DCI & DD/A.*

5. In this rapid processing, DD/I analysts are not normally involved. Under this time schedule there is little opportunity for consultation and there is little material for review. Usually the Director/NPIC gives his briefing <sup>to the DCI</sup> before either boards or texts have been seen by DD/I analysts or the heads of DD/I offices. All such review normally takes place several hours later.

**DISCUSSION**

6. The schedule outlined above poses several problems relative to the accuracy of reporting and the relationship of

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photography to other kinds of intelligence. There is [REDACTED]  
tremendous impact on high officials from such visual evidence  
and, considering that detailed photo interpretation and analysis  
in depth may be some time in coming, any misconception will  
be difficult to correct if in fact opportunity to do so ever arises.

~~In this respect NPIC enjoys a privilege of which it is justly~~

*on CIA no other source material is presented  
jealous, shared to the same extent by no other intelligence  
to such a high level without the benefit of  
component whether it be NSA or DD/P.  
all source analysis.*

~~7. This procedure therefore runs counter to the normal  
practice of all source briefings in which many kinds of evidence  
have been brought together. This is the tried and true method of  
producing the best intelligence. Moreover, photography is usually  
not the sole source as evidenced by the fact that COMOR targeting  
is based on the best judgment of DD/I and other analysts working  
on leads from other information on the subject.~~

7. ~~■~~ Present NPIC procedures have evolved over a period  
of nearly seven years of activity. At the beginning, collateral  
information was in many cases sparse and the NPIC briefing  
provided a useful introduction to new data. Increasingly, however,  
files of collateral data as well as photo interpretation have been

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built up on many strategic targets, particularly in the USSR, so that the need for the quick preview has diminished. In the case of other areas, such as Communist China, a different situation prevails. Here collateral information is often lacking or scarce and, therefore, it may take some time to arrive at a valid conclusion on a target. For these divergent reasons, therefore, a delay of a few hours or more in the case of strategic targets is unlikely to have adverse effects and, conversely, may significantly increase the chances of accurate assessment of the new information.

9. Another factor to be considered in determining the need for greatest accuracy and relevancy in reporting is that the weight of emphasis is on immediate reporting as compared with detailed analysis at NPIC. About one-half of all national reports from NPIC now appears in the form of immediate reporting (OAK, IPIR, MCI). A certain amount of this is of course reporting on Cuba. The important consequence, however, is that analysis in depth is of necessity deferred until time is available and may be a long time in coming. This fact argues on the one hand for more deliberation and care in the immediate reporting which may be achieved through a less hectic pace and on the other hand

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for a careful review of the need for such extensive immediate reporting at the expense of the hard-to-get details.

10. The short time scale on which NPIC produces its briefing boards may lead to the erroneous conclusion that what is being shown are the most significant results of the mission. This is patently not the case as illustrated by Mission 9053 when the best photography of Tyura Tam in years was obtained. Yet no boards were made and no analysis was performed for several days because of the complexity and important changes in the target. A high official hearing only the first morning's briefing would probably remember the graphics but forget the remarks about Tyura Tam and the true significance of the mission.

11. Despite the necessities of life under a national charter, there appears to be sufficient flexibility of operation at NPIC to accomodate some changes. The assets of the CIA departmental contingent, the Photo Interpretation Division (PID), could be employed to ensure response to the needs of the Agency for immediate reporting in greater depth than now the case with the joint CIA/DIA teams. PID could provide PI support on further analysis of targets screened by the OAK teams each day. DIA

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would be free under this procedure to follow suit or make other  
arrangements to meet its current intelligence needs.

**RECOMMENDATIONS**

12. The working group recommends modification of present  
procedures as follows:

- a. Except in the case of new developments  
of overriding significance, the selection of material  
for briefing boards and their labeling be deferred  
until 1600 hours on the first day on which film has  
been available so that the first OAK returns can  
be used in this process.
- b. A DD/I analyst be designated DD/I coordinator  
of this exercise and work with NPIC coordinators  
to produce the best interpretation within the limited  
time available. The senior DD/I coordinator would  
be authorized to contact ORR, OCI, and OSI analysts  
as required for consultation.
- c. DD/I analysts be called in by the DD/I  
coordinator to participate in the selection of board  
material, the labeling of boards, and the preparation

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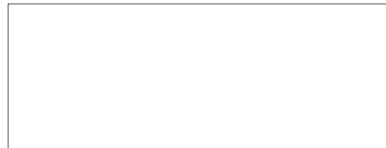
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of briefing notes as required. Their inputs would  
be made through the CIA departmental contingent,  
the Photo Interpretation Division (PID) of NPIC.

d. Textual material resulting from the  
modified OAK exercise be furnished to OCI and  
DIA along with copies of the boards for use in  
current intelligence briefings and publications.



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